

# **Competency-based Management for the DoD-wide Contracting Community**

## **Overview Brief**

**March 2008**

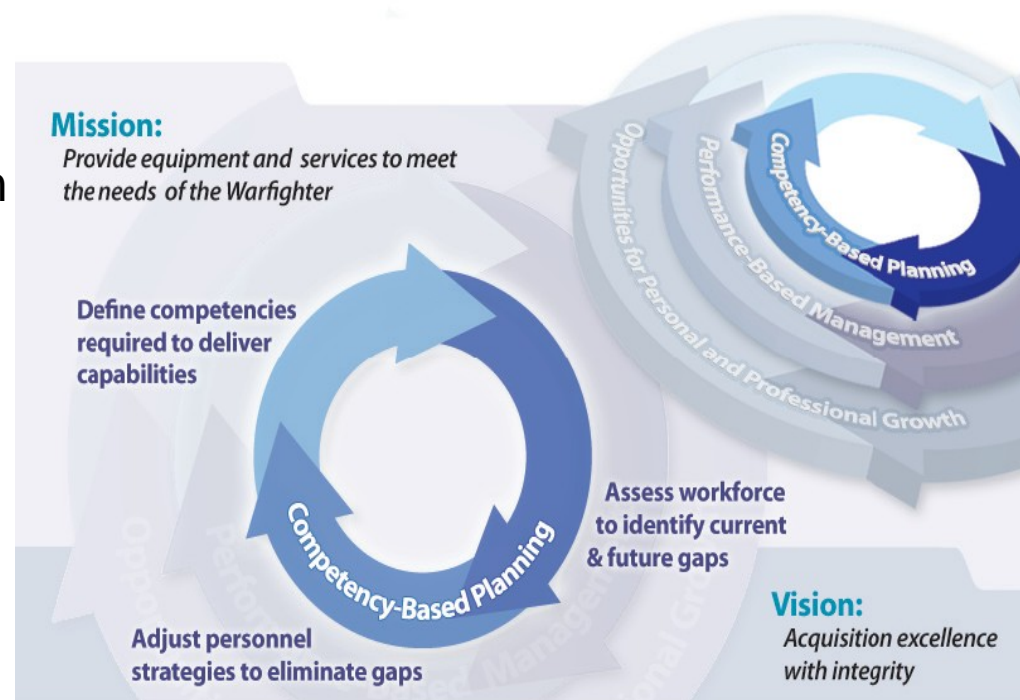
# Competency-based Management for the DoD-wide Contracting Community

## Agenda

- Introduction
- Contracting Competency Model
  - Background
  - Methodology
  - Content
- Contracting Competency Assessment
  - Purpose
  - Methodology
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# Competency-based Management for the DoD-wide Contracting Community

- Perception of Status Quo - Gaps exist in the overall capability of the contracting workforce due to
  - Downsizing in the acquisition workforce in the late 90's
  - Requirements for new skills
  
- Goal - Determine, with specificity:
  - The competencies required to deliver mission critical capabilities.
  - Where shortfalls in capability exist.



# **Competency-based Management for the DoD-wide Contracting Community**

- The Director, DPAP is working hand-in-hand with DoD's Senior Procurement Executives (SPEs) to develop and execute a human capital plan for the DoD-wide Contracting Community.
- The human capital plan will put in place a continuous competency-based management process to:
  - Define the competencies required for the Contracting Community to deliver mission critical capabilities
  - Assess competencies resident in the Contracting Community and identify gaps for current and future requirements.
  - Align/adjust personnel strategies to address competency gaps and provide opportunities for training and development.

# Contracting Competency Model Background

- DPAP, DAU and the Center for Naval Analysis (CNA) developed a ***Contracting Competency Model*** that
  - Defines behaviors and underlying knowledge, skills, and abilities (KSAs) that define superior job performance for the contracting workforce;
  - Provides insight into the full spectrum of contracting job requirements and career opportunities;
  - Serves as the cornerstone of a human capital strategy to identify and fill capability gaps.

# **Contracting Competency Model Methodology**

## **Model Development**

- Assembled Expert Panel from Contracting Component Representatives
  - Developed framework of competencies needed to by a top performing contracting professional
  - Identified Subject Matter Experts (SMEs) to complete data collection
- Conducted facilitated and online focus groups/data collection with SMEs
  - Part 1: Preliminary Validation Survey
  - Part 2: Key Situation Interviews
  - Part 3: Review Work Functions/Elements, as well as Task, Tools, and Knowledge items
- Resulting Contracting Competency Model consists of:
  - 11 Units of Competence
    - 28 Technical Competencies
    - 10 Professional Competencies
    - 52 Final Elements with Supporting Knowledges

# Contracting Competency Model

## Content

### ➤ 10 Technical Units of Competence

- Pre-Award and Award
- Develop and/or Negotiate Positions
- Advanced Cost and/or Price Analysis
- Contract Administration
- Small Business/Socio-Economic Programs
- Contract Termination
- Negotiate Forward Pricing Rates Agreements & Administer Cost Accounting Standards
- Procurement Policy
- Contracting in a Contingent and/or Combat Environment
- Other (includes Construction/ Architect & Engineering)

### ➤ 1 Professional Unit of Competence (includes 10 Professional Competencies)

- Problem Solving
- Customer Service
- Oral Communication
- Written Communication
- Interpersonal Skills
- Technical Credibility
- Flexibility
- Resilience
- Accountability

# Contracting Competency Assessment Purpose

- Between now and July 2008, we will use the Contracting Competency Model to complete a **Contracting Competency Assessment** of all military and civilian members of the DoD-wide Contracting Workforce and their supervisors.
- The purpose of this assessment is to
  - Complete an **inventory of competencies** which exist in the DoD-wide Contracting Workforce
  - Identify current and projected **competency gaps**
  - Support **workforce development** in ways to best fit the strengths and weaknesses of the workforce and the needs of the contracting mission.
- Data from the assessment process may also be used on an individual basis for personal and professional growth by guiding individual development (as agreed to by component/organization involved).



# Contracting Competency Assessment

## Methodology

- Employee and supervisor/equivalent will assess frequency, proficiency and criticality for each of the technical and professional competencies:
  - **Frequency:** Please rate how often you do this activity in your job.
    - ***Ratings should apply to your current position.***
    - Ratings: 1 - Almost Never, 2 - Rarely, 3 - Occasionally, 4 - Frequently, 5 - Very Frequently, NA - Not Applicable/Not needed in My Job
  - **Criticality:** Please rate how critical the competency element behaviors are to your job.
    - ***Ratings should apply to your current position.***
    - Ratings: 1 - Not Critical, 2 - Somewhat Critical, 3 - Fairly Critical, 4 - Very Critical, 5 - Extremely Critical, NA - Not Applicable / Not needed in My Job
  - **Proficiency-** Please rate how proficient you are at the competency element behaviors.
    - ***Proficiency applies to/considers your entire career***
    - Behavioral statements are provided for each proficiency level (0 - No exposure to, or awareness of, this element, 1 - Awareness, 2 - Basic, 3 - Intermediate, 4 - Advanced, 5 - expert.

# Contracting Competency Assessment

## Methodology

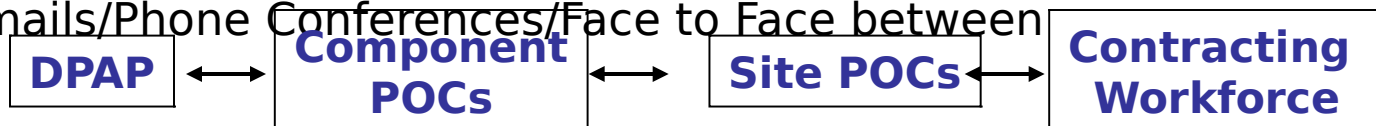
- Results of the employee and supervisor/equivalent assessments will be combined to derive a proficiency score for each technical and professional competency/element
  - The proficiency score will be used to determine **inventory of competencies** for the DoD-wide Contracting Workforce
- Proficiency scores will be compared to one of six proficiency standards at the entry, journey, or senior level to determine **competency gaps** across the DoD-wide Contracting Workforce:
  1. Major Systems
  2. Logistics and Sustainment
  3. Base Operations
  4. Defense Agencies and Research Labs
  5. Construction/Architecture and Engineering
  6. Contracting in a Contingency and/or Combat Environment
- Frequency and criticality data will be used to analyze/prioritize competency gaps such that **workforce development** efforts may focus on needs of the contracting mission.

# Contracting Competency Assessment Preparation/Training

- Collect workforce data (**Component**)

Unique ID	Name	Employee Email	Supervisor Email (Supv or Equivalent)	Profile Name/ Mission Area	Organization/ Command	Breakout of Org/ Command	Occupation Series/Mil Mil Equiv	Certification Level the Employee has in Contracting	Certification Level Req For Current Position	Retirement Plan (CSRS or FERS)	Year When Retirement Eligible
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- Coordinate with Human Resources/Labor Relations Professionals (**Component**)
- Populate assessment tool (**CNA**)
- Create workforce awareness (**Component with Assistance from DPAP**)
  - Contracting Competency link on DPAP website
    - Overview Brief
    - Frequently Asked Questions
    - Fact Sheet
    - Deployment Schedule
  - Letters from Senior Leadership
    - Lessons Learned from Phase I/II
    - Training Manuals
  - Emails/Phone Conferences/Face to Face between



# **Contracting Competency Assessment Deployment Schedule**

- Phase I (DLA, Air Force): Jun – Sep 2007 COMPLETE
- Phase II: November – December 2007 COMPLETE
  - Army COE
  - Army CECOM LCMC
  - Army/Marine Corps Military Contingency Workforce
- Phase III/IV: Jan – May 2008
  - Remaining DoD-wide Contracting Workforce

# **Contracting Competency Assessment Results/Reporting**

- Levels of Reporting
  - DoD-wide
  - Component
  - Command/Organization
  - Career Level (Entry, Journey, Senior)
  - Mission Area (Base Operations, Major Systems, Logistics and Sustainment, Defense Agencies and Research Labs, Construction/Architecture and Engineering, Contracting in a Contingency and/or Combat Environment)
  - Individual (Upon Component request only)
  
- Areas of Analysis
  - Gap Analysis
  - Workforce Projections
  - Future Requirements
  - Demographic Assessment

# Competency-Based Management

## What's Next?

- Use assessment results to adjust human capital strategies as required:
  - Education, training and development
  - Targeted recruitment and retention
- Refine Contracting Competency Model as required
  - Incorporate lessons-learned from assessment process
  - Combine assessment results and input from subject matter experts (SMEs) to add additional and/or specialty areas as required
- Integrate competency-based management efforts for the DoD-wide Contracting Community into the AT&L human capital strategic plan
  - Establish a continuous process to define and maintain the competencies required to deliver mission critical capabilities